

# TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	13 June 2023
<b>Subject:</b>	Council Plan Performance Tracker - Quarter Four 2022/23
<b>Report of:</b>	Director: Corporate Resources
<b>Head of Service/Director:</b>	Director: Corporate Resources
<b>Lead Member:</b>	Leader of the Council
<b>Number of Appendices:</b>	1

## **Executive Summary:**

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities i.e. finance and resources, economic growth, housing and communities and customer first, plus the approval of two new priorities i.e. garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions.

Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was approved by Council on 26 July 2022. This report introduces the performance information for the final quarter of the third year of our Council Plan.

Key financial information is usually reported alongside the tracker documents, so Members have a rounded view of overall performance information but, given the complexities of year end closedown, this information is not yet available.

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

## **Recommendation:**

**To scrutinise the performance management information and, where appropriate, require action or response from the Executive Committee.**

## **Financial Implications:**

Though the report does not directly impact upon these implications, Finance and Resources is one of the Council's six priorities within the Council Plan.

## **Legal Implications:**

None directly associated with this report.

**Environmental and Sustainability Implications:**

Though the report does not directly impact upon these implications, sustainable environment is one of the Council's six priorities within the Council Plan.

**Resource Implications (including impact on equalities):**

None directly associated with this report.

**Safeguarding Implications:**

None directly associated with this report.

**Impact on the Customer:**

Though the report does not directly impact upon our customers, customer first is one of the Council's six priorities within the Council Plan. Performance monitoring also provides our customers and residents with a good oversight on the progress being made in delivering the Council Plan priorities, objectives and actions.

**1.0 INTRODUCTION**

- 1.1** A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was adopted by Council on 26 July 2022.
- 1.2** As we continue to recover from the pandemic, for 2022/23 we have incorporated the remaining actions from our COVID-19 Corporate Recovery Plan so that our focus for 2022/23 falls under one key strategic document. This will mean the report only contains one performance tracker for 2022/23.
- 1.3** Key financial information is usually reported alongside the tracker documents but, given the complexities of year end closedown, this information is not yet available but will be reported as soon as possible.

## 2.0 COUNCIL PLAN PERFORMANCE TRACKER

2.1 The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision "*Tewkesbury Borough, a place where a good quality of life is open to all*". The priorities are:

- Finance and resources
- Economic growth
- Housing and communities
- Customer first
- Garden communities
- Sustainable environment

Each of the six priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and, where appropriate, refreshed on an annual basis.

2.2 For monitoring the progress of the Council Plan actions, the following symbols are used:

😊 – action progressing well

😐 – the action has some issues or delay but there is no significant slippage in the delivery of the action

😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target

Grey – project has not yet commenced

✓ – action complete or annual target achieved

For monitoring of key performance indicators, the following symbols are used:

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

↓ - PI is showing performance is not as good as previous year

**2.3** This report presents the last quarter of year three of the Council Plan (2020-24). Key successful activities achieved this year to bring to Members' attention include:

- Two new leases were agreed to ensure any voids within our commercial portfolio were filled, estimating our rental income portfolio to be £3.4m per year.
- Installation of a solar canopy with help from a grant from the Public Sector Decarbonisation Scheme means the Council is now saving an estimated £45,000 per year on energy costs.
- Tewkesbury Borough remains amongst the lowest Council Tax in the country.
- Awarded £1.4m for UK Shared Prosperity/ Rural England Prosperity Fund to deliver a number of projects contributing to economy, community, people and skills.
- Delivered an economic assessment, identifying challenges and opportunities facing the borough, which will inform the new Economic Development and Tourism Strategy.
- Supported the delivery of over 250 new affordable housing properties.
- Worked with partners to deliver the Gloucestershire leg of the Women's Tour of Britain event which started in Tewkesbury.
- Over 6,500 supermarket vouchers were provided to households in need through the Household Support Grant.
- Successfully secured funding from the Department for Levelling Up, Housing and Communities (DLUHC) which enabled the build of our planning application tracker.
- A Planning Agents Forum was created and the first meeting took place in October 2022.
- Awarded certificate as a Bronze Carbon Literate Organisation. With over 60 Officers undertaking carbon literacy training.
- The first grant payments from the High Street Heritage Action Zone (HSHAZ) were made to local businesses.
- The public realm masterplan has gone out to tender, to ensure the needs of residents, businesses and visitors to Tewkesbury Town are met. This will be completed by March 2024.

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a 😞 or 😊 are highlighted below:

Action	Status and reason for status
<p>Deliver the approved trade waste business case to make the service commercially viable. (Page No. 3)</p>	<p>😞 A decision was made by the Executive Committee in March to exit the trade waste service. A review is now underway to consider an alternative approach to ensure the Council can still advise and assist businesses on how they can dispose of their trade waste.</p>
<p><u>Joint Strategic Plan actions</u></p> <ul style="list-style-type: none"> <li>• Deliver employment land through allocating land in the Joint Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP).</li> <li>• Work with partners to undertake the required review of the JSP.</li> <li>• Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need</li> <li>• Support the Garden Town planning status through the JSP site assessment process.</li> </ul> <p>(Page No. 5, 13, 15, 38 of the Council Plan performance tracker).</p>	<p>😞 The timetable is currently under a further review and could be subject to change, this in turn could result in the target dates being amended. Amendments to the timetable will be reported to both Executive Committee and Council for approval.</p>
<p>Carry out a full review of the Licensing service. (Pages 29)</p>	<p>😞 The target date has been amended from <b>June 2023</b> to <b>September 2023</b>. This is due to a connector issue between two database systems - Liberty Create and Uniform. It is hoped the issue will be resolved to allow the forms to be created, tested and in place by September.</p>
<p>Finalise the design and launch the construction phase of the Ashchurch and Northway Bridge Over Rail (ANBOR). (Page No. 38)</p>	<p>😞 Following the Judicial Review, the judge quashed the planning application. On this basis the construction of the bridge cannot currently progress.</p>

2.5 It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.

### 3.0 COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of the financial year (March 2023).

3.2 Of the 24 indicators with targets, their status as at the end of quarter four for 2022/23 is:

☺ (on target)	☹ (below target)
17	7

In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)
20	7	1

### 3.3

KPIs where the direction of travel is down and/ or KPI is ☹ are highlighted below:

KPI No.	KPI description	Reason for ☹ or ↓
10	Total number of new homeless applications opened during quarter. (Page No. 20)	↓ The number of new homeless applications opened during Q4 was 211 - this is an increase resulting in the cumulative figure for the year being 664 applications opened. This is higher than last year of 594 applications.
11	Total number of homeless relief cases held at the end of the quarter. (Page No. 20)	↓ The number of relief cases held at the end of Q4 (49) has increased and has resulted in the cumulative rate for the year being higher than the outturn for 2021/22 (122).
18	Percentage of 'non-major' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 23)	☹ The total figure for 2022/23 was 77.27% - this is below the 80% local target set by the Council. Also, when looking at the two-year rolling figure which is reported nationally, the Council is achieving 76%; whilst this is above the 70% national threshold it is still below the Council's own ideal target of 80%.
31	Average number of days to process change in circumstances to housing benefit claims. (Page No. 34).	↓☹ Whilst the quarter has seen an improvement in performance, when comparing the cumulative figure of 10.6 days against last year's outturn figure (three days), this is an increase. It also does not meet the four-day target set for 2022/23.

33	Percentage of NNDR collected. (Page No.35)	↓ The final percentage rate of 98.9% collected was slightly lower than the previous year which saw 99.4% collected; however, it has still exceeded the 98% target.
34	Average number of sick days per full time equivalent. (Page No. 35)	☹ Whilst the overall figure of 9.84 days has been a significant improvement compared to last year's outturn of 11.51, it is above the target of eight days absence per full time equivalent.
35	Average voluntary staff turnover. (Page No. 36)	↓☹ Whilst there has been a reduction in the turnover rate in Q4, the cumulative rate (15.4%) is above the target of 13.4% and the outturn of last year. This is in line with a significant rise in voluntary resignations seen across industries.
38	Percentage of formal complaints answered on time. (Page No. 37).	↓☹ The Q4 figure has dropped with 16 out of 26 complaints being answered within the timescale (61.5%). The cumulative figure for the year is 66% which is below the target of 90% and the last year's figure of 74%. A review of the process and training for staff will be carried out to help improve these figures.
39	Number of reported enviro crimes. (Page No. 46)	☹ The overall figure of envirocrimes reported for the year (1,076) is an improvement when compared to last year's figure of 1,447; however, it is just slightly above the Council's target of 1,000.
40	Percentage of waste reused, recycled or composted. (Page No. 47)	↓☹ During Q4 there was a reduction of the amount of waste reused, recycled or composted (46.98%). This has had an impact on the cumulative figure for the year which was 51.06%. This is both below the outturn of last year, 53.5%, and the target of 52%. Reasons are being investigated.

### 3.4 Key successful KPIs to bring to Members' attention include:

- KPI 2 - The claimant unemployment rate within the borough has reduced to 2% from 2.2% (outturn of 2021/22); this is below the county rate of 2.3% and the UK rate of 3.7%. (Page No. 10)
- KPI 5 and 6 – The number of visitors to Tewkesbury and Winchcombe Tourist Information Centre has increased with Tewkesbury having a total of 18,954 this year compared to 15,406 this time last year. (Page No. 11)
- KPI 7 - The number of visitors to the Growth Hub this year has increased when compared to last year which was 228. Seeing 864 visitors this year this is above the target of 250. (Page No. 12)
- KPI 15 - This year has seen an increase in the number of new affordable housing properties delivered by tenure type with 280 delivered this year compared to last year of 195. (Page No. 21)
- KPI 21, 22, 23 and 24 - Improvement in investigating planning enforcement A, B, C and D cases with the majority of categories reaching 100% performance this year and a significant improvement to KPI 23 with 92.86% reported compared to the outturn of 56.45% last year. (Pages No. 25 and 26)
- KPI 30 - The speed of processing new housing benefit claims has improved since last year where it was an average of 17 days. It has now reduced to an average of 7.4days. This is also below the national average of 19 days. (Page No. 34)
- KPI 32 - At the end of Q4, the percentage of Council tax collected was 98.7%; this is just above last year's outturn and the target of 98%. (Page No.34)
- KPI 36 - Food established hygiene ratings this year remain good – 2.1% have a rating of two or below which is beneath the 5% target and less than last year's figure of 3.2%. (Page No. 36)
- KPI 37 - Percentage of Freedom of Information requests answered on time has improved with 91% being achieved. This is above both the outturn last year (89%) and this year's target of 80%. (Page No. 37)

## 4.0 CONSULTATION

4.1 None.

## 5.0 ASSOCIATED RISKS

5.1 There are no associated risks in relation to the report itself. A number of actions within the Council Plan are included within the Council's Corporate Risk Register. For example, financial sustainability, climate change, delivery of the Garden Town.

## 6.0 MONITORING

6.1 Progress on delivery of Council Plan actions is monitored on a quarterly basis by the Overview and Scrutiny Committee. Budget monitoring occurs on a monthly basis and is formally reported quarterly.



**7.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES**

**7.1** Council Plan 2020-2024 approved by Council on 26 July 2022

COVID-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

Budget monitoring is on the approved annual revenue and capital budget for 2022/23 which has been prepared in line with the Medium Term Financial Strategy

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**Background Papers:** None.

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**Appendices:** Appendix 1 - Council Plan Performance Tracker Qtr 4 2022/23